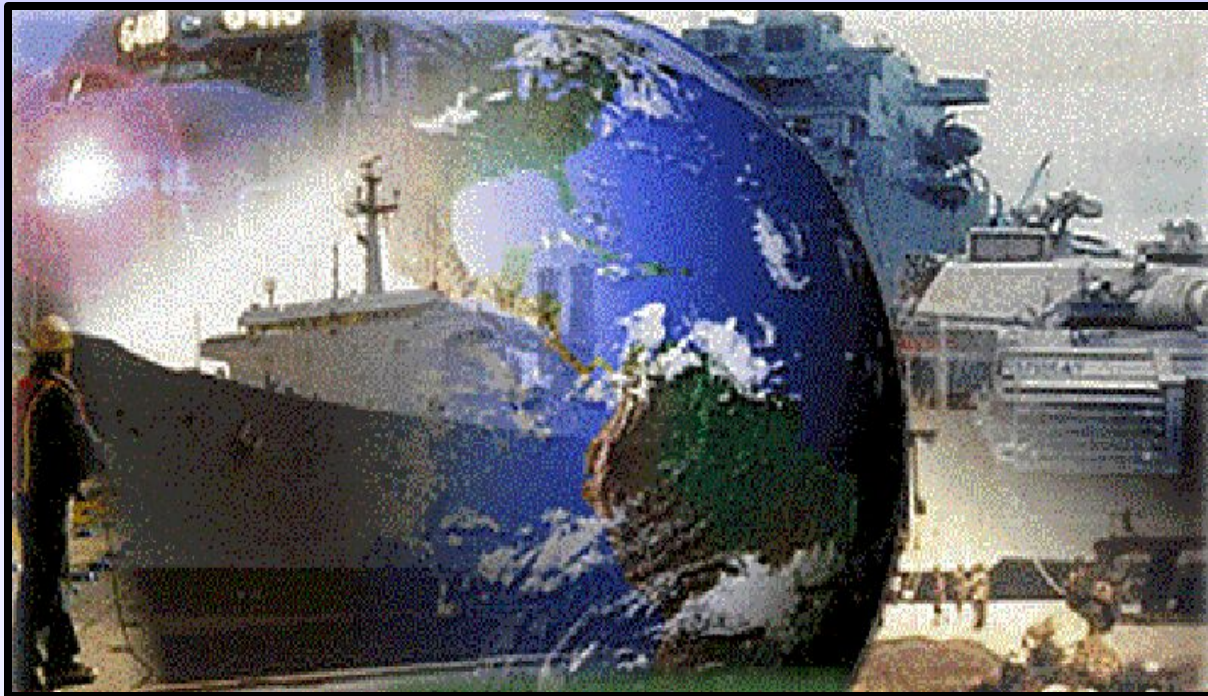




DEPLOYMENT SUPPORT TEAM IMPROVEMENT GROUP (DIG) STUDY IPR



MTMC LEADERS' CONFERENCE



AGENDA



- INTRODUCTION
- TIMELINE
- INTENT
- MSC TACTICS & TECHNIQUES (CASE STUDIES)
- CONFIGURATION PROCESS
- ROLES AND RESPONSIBILITIES
- BEG APPROVED DST BASE LINE
- LESSONS LEARNED
- RECOMMENDATIONS
- WEB PAGE
- BOTTOM LINE
- QUESTIONS





TIMELINE



EVENT

DATE

- | | |
|--------------------------------------|----------------|
| • DIG COMMISSION | 6 FEB |
| • SOLICIT AND SHARE INPUT FROM FIELD | 7 – 26 FEB |
| • REVIEW INPUTS | 26 FEB – 4 MAR |
| • DIG VTC | 5 MAR |
| • INITIAL IPR WITH BG PARKER | 6 MAR |
| • IPR WITH MG PRIVRATSKY | 12 MAR |
| • DIG MINI CONFERENCE | 5-6 APR |
| • FINAL IPR WITH BG PARKER | 6 APR |
| • FINAL BRIEFING REHEARSAL | 8 APR |
| • DIG PRESENTATION | 9 APR |



COMMANDING GENERAL'S INTENT



**CONDUCT A THOROUGH
ASSESSMENT OF DST
DEPLOYMENTS WORLD-WIDE WITH
THE GOAL OF IMPROVING OUR
SITUATIONAL AWARENESS,
HIGHLIGHT CURRENT TACTICS,
TECHNIQUES AND PROCEDURES
AND ESTABLISH A DST CENTER OF
LESSONS LEARNED ON THE MTMC
WEB PAGE.**





MTMC-PACIFIC

599TH TRANS GP DST CONOPS



- **WITHIN BN AOR**
 - BN CDR RETAINS ALL C2
 - BN CDR ESTABLISHES TEAM MAKE-UP
 - OUTSIDE AUGMENTATION FALLS UNDER BN CDR
- **GREATER PACIFIC AND INDIAN OCEAN**
 - MSC CDR RESPONSIBLE FOR TASKED ORGANIZED DST MAKE-UP
 - MSC CDR RETAINS OVERALL C2, BUT DELEGATES OPERATIONAL COMMAND AND CONTROL OF THE ACTUAL MISSION TO THE APPOINTED TEAM LEADER
 - ALL DSTS ARE TASKED ORGANIZED BASED ON MISSION ANALYSIS, METT-T, CINC/THEATER REQUIREMENTS, TIMELINES, AT/FP AND CONCEPT OF OPERATIONS



MTMC-PACIFIC TACTICS AND TECHNIQUES



- **MISSION ANALYSIS**
- **METT-T**
 - NUMBER/TYPE OF SHIPS
 - NUMBER OF PIECES
 - TIMELINES
 - AT/FP
 - HOME-BASE REQUIREMENTS
 - TRAINING OBJECTIVES
- **TASK ORGANIZATION**
- **CINC/THEATER REQUIREMENTS**
- **METL/CDR'S GUIDANCE**





MTMC-PACIFIC CASE STUDY



SET THE SCENE:

- COBRA GOLD IS A JOINT/COMBINED EXERCISE BETWEEN THE US AND THAI GOVERNMENT
- LOAD AND DISCHARGE OPERATIONS WERE CONDUCTED AT THE PORT OF SONGKHLA AND CHUK SAMET THAILAND DURING APRIL AND JUNE '00
- COBRA GOLD DST PERSONNEL REQUIREMENTS WERE FILLED FROM ALL 599TH TRANS GP UNITS AND THE DSC'S 833RD TRANS BN



MTMC-PACIFIC CASE STUDY



DISCUSS THE DECISION:

- DST PERSONNEL REQUIREMENTS WERE DETERMINED BASED ON MISSION ANALYSIS AT PLANNING CONFERENCES
- DRIVEN BY THE SCALE OF THE OPERATION AND NEED FOR TRAINING
- THE 599TH TRANS GP TASK ORGANIZED DSTs WITH PERSONNEL FROM THE 599TH TRANS GP, THE 835TH TRANS BN, THE 836TH TRANS BN, THE 837TH TRANS BN AND THE 833RD TRANS BN
- TWO DSTs WERE REQUIRED BASED ON SIMULTANEOUS PORT OPS
- TWO DIFFERENT PORTS WERE USED DURING THIS EXERCISE



MTMC-PACIFIC CASE STUDY



DISCUSS THE PLANNING:

- SPOE/SPOD LOCATIONS AND VESSEL REQUIREMENTS WERE DISCUSSED AND COORDINATED AFTER A REVIEW OF THE CARGO LIST, AND VALIDATION OF ADDITIONAL EXERCISE REQUIREMENTS DISCUSSED DURING PLANNING CONFERENCES
- DST MAKEUP WAS DETERMINED AFTER THOROUGH MISSION ANALYSIS, REVIEW OF EXERCISE TIMELINES, DISCUSSION OF SUPPORTED CINC'S REQUIREMENTS, DEVELOPMENT OF TRAINING OBJECTIVES, REVIEW OF SITE SURVEYS AND FINALLY AFTER SAFETY, SECURITY, AT/FC AND RISK ASSESSMENTS WERE COMPLETED



MTMC-PACIFIC CASE STUDY



DISCUSS SPECIAL CHARACTERISTICS OF THE MISSION:

- THIS MISSION REQUIRED VESSEL OPERATIONS INVOLVING SEVEN SHIPS WITH TWO DSTs SIMULTANEOUSLY OPERATING FROM TWO SEPARATE LOCATIONS
- PORT LIMITATIONS REQUIRED TRANSSHIPMENT OF CARGO USING FEEDER/SHUTTLE VESSELS
- THE U.S. AIR FORCE PROVIDED A DOWNSIZED DEPLOYABLE COMMUNICATION SYSTEM (DDC) AT ONE LOCATION TO HANDLE ALL COMMUNICATION REQUIREMENTS AT THE PORT



MTMC-PACIFIC CASE STUDY



DISCUSS THE CONDUCT OF THE OPERATION:

- THE DSTs DEPLOYED TO OPERATIONAL LOCATIONS VIA COMMERCIAL AND MILITARY AIR
- THE DSTs CARRIED WPS, ICODES, AND COMMO EQUIPMENT AS EXCESS BAGGAGE
- TWO COMPOSITE TEAMS PARTICIPATED IN THE DEPLOYMENT AND THE REDEPLOYMENT AT THE PORTS OF SONGKHLA AND CHUK SAMET
- VESSEL OPERATIONS WERE CONDUCTED USING THAI CONTRACT STEVEDORES



MTMC-PACIFIC CASE STUDY



DISCUSS WHAT WENT WELL:

- **SUCCESSFUL OPERATION, WITHOUT INCIDENTS OR ACCIDENTS**
- **MET COMMANDER'S INTENT/TRAINING OBJECTIVES**
- **TASKED ORGANIZED THE DSTs WITH MEMBERS FROM FOUR BATTALIONS AND THE GROUP HEADQUARTERS**
- **TASK ORGANIZATION INCLUDED ACTIVE DUTY SOLDIERS, EMERGENCY ESSENTIAL CIVILIANS AND MEMBERS FROM THE DEPLOYMENT SUPPORT COMMAND**
- **PRE-EXERCISED TRAINING/SIMEX PREPARED DST MEMBERS**



MTMC-PACIFIC CASE STUDY



DISCUSS WHAT DID NOT GO WELL:

- FIVE OF THE SEVEN SHIPS HIRED BY MSC FOR THIS EXERCISE ARRIVED WITH INADEQUATE TIE DOWN AND LASHING POINTS
- MODIFICATIONS REQUIRED PRIOR TO LOADING EXTENDED OPERATIONS
- SOME OF THE SCANNERS WOULD NOT DOWNLOAD DATA. THE PROBLEM APPEARED TO BE PRIMARILY HEAT RELATED
- THE INMARSAT WAS HELD BY CUSTOMS IN THAILAND DUE TO DOCUMENTATION PROBLEMS
- THE AIR FORCE DDC WAS STRUCK AND KNOCKED OUT BY LIGHTNING



MTMC-PACIFIC CASE STUDY



HOW CAN WE USE THESE LESSONS IN FUTURE MISSIONS:

- **REVIEW SHIP CAPABILITIES, TIE DOWN POINTS, AND AVAILABILITY OF LASHING GEAR/ON BOARD MHE PRIOR TO EXERCISE**
- **INCLUDE INMARSATs AND LIKE EQUIPMENT ON TPFDD AND SHIP IT AS EXERCISE CARGO**
- **INCLUDE COMMO BACK-UP PLANS DURING DEPLOYMENT PLANNING TO ENSURE ADEQUATE COMMO CAPABILITIES EXIST**
- **TO EFFECTIVELY TASK ORGANIZE DSTs MTMC-WIDE, TRAIN ALL DST MEMBERS TO ONE SAME STANDARD USING THE MTMC STANDARD BATTALION METL AS THE BASE-LINE**



MTMC-EUROPE

TACTICS AND TECHNIQUES



- **METT-T (+) ANALYSIS**
 - THOROUGH
- **ECONOMY OF FORCE**
 - FISCAL RESPONSIBILITY
- **FORCE PROTECTION**
 - TRAINING
 - EQUIPMENT
- **AGILITY**
- **REDUNDANCY**
 - PERSONNEL
 - EQUIPMENT
- **INTEGRATION**





MTMC-EUROPE CASE STUDY



SET THE SCENE:

- ADVENTURE EXPRESS - BERGNESET, NORWAY - MARCH 2000
- NATO - US CONTINGENT OF AMF(L)

DISCUSS THE DECISION:

- ONE DST (950TH TRANS CO)
- 1 VESSEL (200 PIECES)

DISCUSS THE PLANNING:

- MULTI-ECHELON, MULTI-NATIONAL CONDUCTED SIMULTANEOUSLY
- AAR'S FROM TWO PREVIOUS DEPLOYMENTS USED



MTMC-EUROPE CASE STUDY



SPECIAL CHARACTERISTICS OF MISSION:

- SMALL NORWEGIAN GRAIN PORT/SMALL STAGING AREA
- SEVERAL NATIONS SCHEDULED TO USE PORT IN SUCCESSION
- ARCTIC WEATHER

DISCUSS THE CONDUCT OF THE OPERATION:

- A NINE-PERSON TEAM
- DEPLOYMENT- UNEVENTFUL
- REDEPLOYMENT- POSTPONED BECAUSE OF SEVERE WEATHER

WHAT WENT WELL:

- COORDINATION
- BACKUP SCANNERS AND BACKUP MANUAL TALLIES
- UNORTHODOX LABELING



MTMC-EUROPE CASE STUDY



WHAT DID NOT GO WELL:

- FAILED TO WORST CASE WEATHER
- MISSED ASSUMPTION ON COMMO LINES

HOW CAN WE USE THESE LESSONS IN FUTURE MISSIONS:

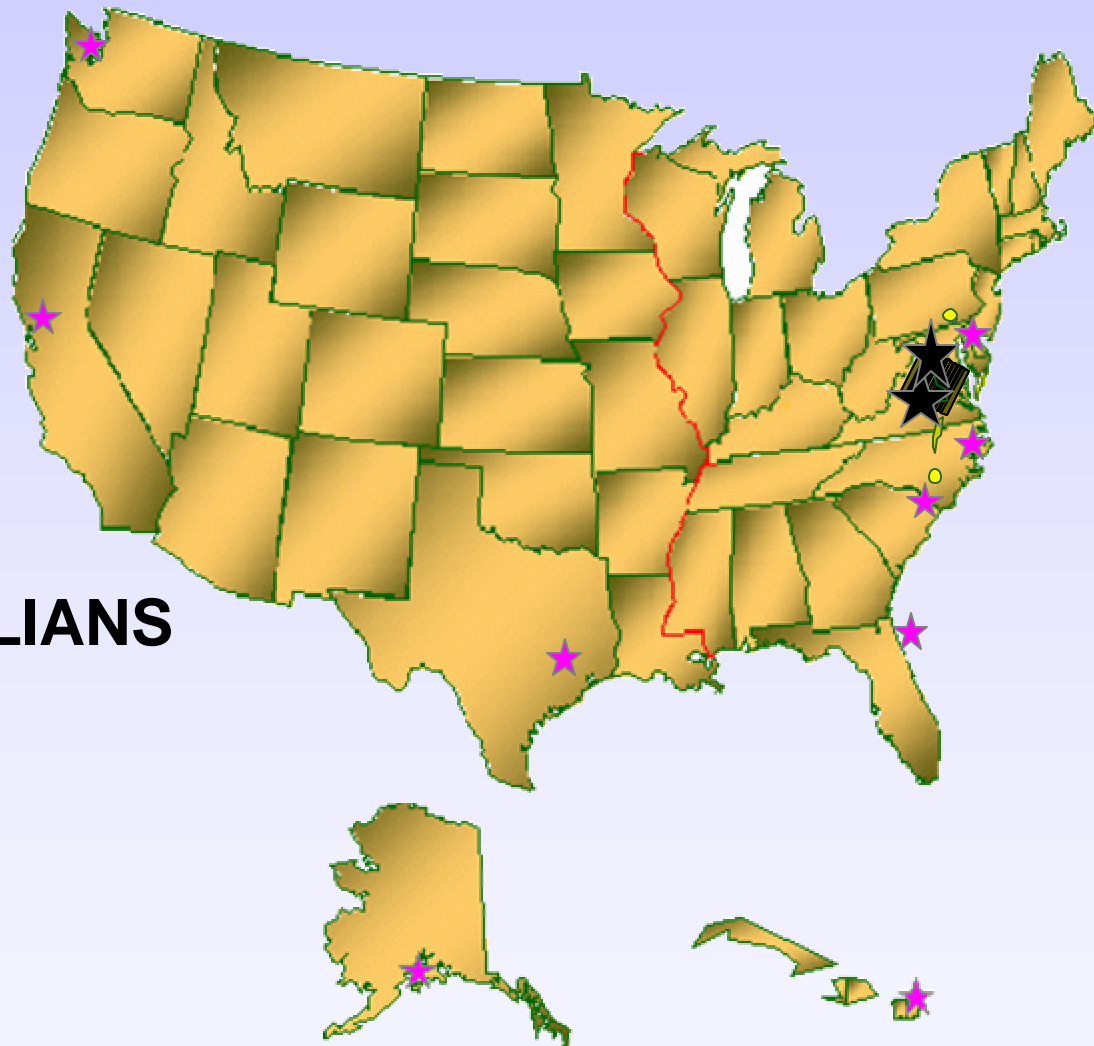
- HAVE BACKUP COMMUNICATION PLAN AND REDUNDANCY IN EQUIPMENT
- CONSIDER EFFECTS OF WEATHER IN MISSION ANALYSIS



MTMC-DSC TACTICS AND TECHNIQUES



- TOTAL UNIT EFFORT
- BALANCING ACT
- MISSION ANALYSIS
- METT-T DEPENDENT
- FLEXIBILITY
- DST TRAINING
- DEPLOYMENT OF CIVILIANS





MTMC-DSC CASE STUDY



SET THE SCENE:

- NEW HORIZONS 01 GUATEMALA JAN 2001
- PUERTO RICO USAR

DISCUSS THE DECISION:

- ONE DST TEAM (832ND AND 842ND TRANS BN)
- 5 VESSELS
- TRAINING

DISCUSS THE PLANNING:

- CUSTOMER EDUCATION
- IDENTIFY REQUIREMENTS



MTMC-DSC CASE STUDY



SPECIAL CHARACTERISTICS OF MISSION:

- FIVE VESSELS
- MULTIPLE DISCHARGE LOCATIONS

DISCUSS THE CONDUCT OF THE OPERATION:

- A SIX-PERSONNEL TEAM
- WPS SYSTEM
- CUSTOMS CLEARANCE

WHAT WENT WELL:

- TRAINING
- COORDINATION WITH MSC, PORT AUTHORITIES AND SHIP AGENT



MTMC-DSC CASE STUDY



WHAT DID NOT GO WELL:

- EXONERATION LETTER AND DIP NOTE
- CUSTOMS CLEARANCE OF WPS EQUIPMENT
- CONNECTIVITY OF WPS EQUIPMENT IN COUNTRY

HOW CAN WE USE THESE LESSONS IN FUTURE MISSIONS:

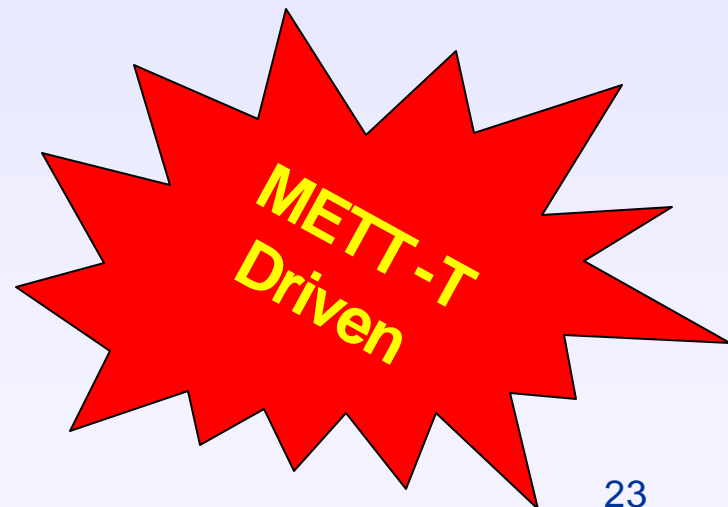
- CUSTOMER EDUCATION
- IDENTIFICATION OF SHOW STOPPERS EARLY ON
- SHIPMENT OF WPS EQUIPMENT



DST CONFIGURATIONS CRITERIA



- TERMS OF SERVICE
- SPM OR PORT OPERATOR
- LOAD AND DISCHARGE
- PORT FACILITIES
- RO/RO OR LO/LO
- NUMBER OF PIECES/TYPES
- TYPES/NUMBER OF VESSELS
- LENGTH OF OPERATIONS (OPERATIONAL HOURS)
- CONTRACTORS EXPERIENCE
- PSA SUPPORT
- PERSONNEL EXPERIENCE
- CINC/THEATER REQUIREMENTS
- ADP SYSTEMS REQUIREMENTS
- SAFETY GEAR
- COST





REGIONAL CONSIDERATIONS



- **CINC/THEATER REQUIREMENTS**
- **HOST NATION RESTRICTIONS**
- **FORCE PROTECTION**
- **THREAT ASSESSMENT**
- **THEATER/COUNTRY CLEARANCE**
- **PASSPORT/VISA REQUIREMENTS**
- **DST EQUIPMENT AND COMMUNICATIONS**
- **EMBASSY/MILGROUP COORDINATION**
- **PORT SURVEYS/ FAMILIARITY**
- **CUSTOMS CLEARANCE/AGRICULTURE ISSUES**
 - **DST EQUIPMENT**
 - **UNIT EQUIPMENT**
- **TRAVEL COORDINATION (COMMERCIAL/MIL AIR)**



DST ROLES AND RESPONSIBILITIES PRE-DEPLOYMENT



- **MISSION ANALYSIS**
- **ATTEND PLANNING CONFERENCES AND ESTABLISH RELATIONSHIPS WITH KEY PLAYERS**
- **CONDUCT PORT SURVEYS & RECOMMEND SPOE/SPOD TO SUPPORTED CINC**
- **ESTABLISH TERMINAL CAPABILITY TO MEET MOVEMENT REQUIREMENTS**
 - **ANALYZE TPFDD / PORT CAPABILITIES**
 - **LIAISON WITH PORT AUTHORITIES / HN**
 - **DETERMINE APPROPRIATE MIX OF HN / CONTRACTOR / PSA**
 - **ESTABLISH & MAINTAIN LIAISON WITH DEPLOYING FORCE**



DST ROLES AND RESPONSIBILITIES DEPLOYMENT



- **RECEIVES OPCON OF PSA - DIRECTS THEIR FUNCTIONS & ACTIVITIES**
- **RECEIVES, STAGES & TRANS-SHIPS CARGO WITHIN THE PORT**
- **REGULATES MILITARY TRAFFIC WITHIN THE PORT**
- **PREPARES DOCUMENTATION (OCEAN MANIFEST, STOW PLANS & UPDATING THE GTN VIA WPS AS PART OF TAV/ITV)**
- **DIRECTS PORT COMMUNICATIONS, SAFETY, PHYSICAL SECURITY & FORCE PROTECTION POLICIES & PROCEDURES**



BEG APPROVED DST BASE LINE SPM AND PORT OPERATOR



COMMAND AND SUPPORT

| | |
|---------|---|
| DST CDR | 1 |
| NCOIC | 1 |

TERMINAL OPERATIONS:

| | |
|----------------|---|
| MCS | 6 |
| TRANS OPS SPEC | 1 |

TRAFFIC/CARGO MGMT:

| | |
|---------------|---|
| TRANS SPEC | 4 |
| FRT RATE SPEC | 2 |
| WPS SYS ADMIN | 1 |

TOTAL: 16



BEG APPROVED DST BASE LINE SPM FUNCTIONS



| | |
|---------------------|-------|
| • COMMANDER | 1 |
| • IM | 1 |
| • WPS SA | 1 |
| • MARINE CARGO SPEC | 2 |
| • CONTRACT SUPPORT | 1 |
| TOTAL | 6 |



RECURRING LESSONS LEARNED



- **PLANNING**
- **CUSTOMS CLEARANCE OF COMMUNICATIONS EQUIPMENT**
- **POOR COMMO CONNECTIVITY AND EQUIPMENT MALFUNCTION**
- **EQUIPMENT REDUNDANCY**
- **CROSS TRAINED PERSONNEL TO PERFORMED ADDITIONAL TASKS**
- **ADDITIONAL COST**
 - **VESSEL DELAYS**
 - **INTRA-THEATER TRANSPORTATION**
- **AUSTERE PORTS**
- **FORCE PROTECTION**
- **CIVILIANS ON THE BATTLEFIELD (HOST NATION RESTRICTIONS)**



RECOMMENDATIONS



- **BE PREPARED TO DEPLOY A DST TEAM ON SHORT NOTICE**
- **IDENTIFY AND DESIGNATE INDIVIDUALS FOR BACK FILL**
- **INTEGRATE WARTRACE UNITS AND IMAS**
- **LEVERAGE TECHNOLOGY AT HOME STATION AND PORT**
- **DEVELOP BATTLE BOOKS FOR EACH PORT**
- **COMMAND AND CONTROL RESPONSIBILITIES**
- **DEPLOYMENT CHECKLIST**
- **ESTABLISH A DST CAPSTONE PROGRAM**
- **ESTABLISH DST CENTER FOR LESSONS LEARNED**
 - **DST**
 - **Terminal Ops**



RECOMMENDATIONS



- **TRAINING PROGRAM**

- **METL TRAINING/COMMANDER'S GUIDANCE**
- **CTT TRAINING**
- **ROCK DRILLS**
- **SRP REQUIREMENTS (AS PER CINC DIRECTIVES)**
 - **WEAPONS QUALIFICATION/FAMILIARIZATION**
 - **NBC TRAINING**
 - **LAND MINES**
 - **GENEVA CONVENTION**



RECOMMENDATIONS



- **CIVILIANS ON THE BATTLEFIELD**
 - MISSION ESSENTIAL CIVILIANS
 - POSITIONS DESCRIPTIONS
 - UNION
 - LOCAL NATIONALS
 - PERSONNEL READINESS PROGRAM
 - TRAINING REQUIREMENTS
 - CINC REQUIREMENTS
- **STANDARDIZED EQUIPMENT AUTHORIZATIONS**
 - UNIFORMS (METT-T/FP DEPENDENT)
 - WEAPONS
 - NBC GEAR
 - TA - 50



DST WEB PAGE LESSONS LEARNED FORMAT



- **TITLE:** (NAME OF EXERCISE)
- **DST OPERATIONS:**
 - # OF PERSONNEL
 - DUTY RESPONSIBILITIES
 - TRAINING GOALS AND VALUES
 - CONSIDERATION OF TEAM MAKE-UP
- **OBSERVATION:**
- **DISCUSSION:**
- **LESSONS LEARNED:**
- **RECOMMENDED ACTION:**





DST WEB PAGE LESSONS LEARNED COBRA GOLD



TITLE – COBRA GOLD 2000 THAILAND

DST OPERATIONS – 599TH TRANSPORTATION GROUP

**TWENTY-TWO PERSONNEL – TWO DSTS, OPERATING AT TWO
PORT DIFFERENT PORT LOCATIONS; CHUK SA MET AND
SONGKHLA, THAILAND**

**DST OICS- 2 MAJORS (ONE TEAM LEADER AT EACH TEAM)
TWO OPS OFFICERS – CONTROLLED THE PORT FLOW AND
SAFETY**

**TWO TRANSPORTATION SPECIALISTS – (ONE AT EACH
LOCATION) RECEIVING AND CONTROLLING EQUIPMENT FLOW
DURING STAGING AND ONWARD MOVEMENT**

**TWO MARINE CARGO SPECIALIST – VESSEL LOADING
CONTRACT SUPERVISION AND COR (ONE AT EACH LOCATION)**

TWO INFORMATION MANAGEMENT SPECIALISTS

**TWO WPS OPERATORS – INPUT LOAD DATA INTO WPS
SYSTEMS.**

**TEN DOCUMENTATION SPECIALISTS – CARGO RECEIPT,
STAGING, AND STOW**



DST WEB PAGE LESSONS LEARNED COBRA GOLD



TEAM MAKE-UP CONSIDERATIONS – MULTIPLE VESSELS OPERATING AT TWO DIFFERENT PORTS SIMULTANEOUSLY, SAFETY AND EFFICIENCY, NEED FOR TIMELY AND ACCURATE DOCUMENTATION, AMMO/HAZMAT AND SUPPORTED CINC'S TIMELINES.





DST WEB PAGE LESSONS LEARNED COBRA GOLD



OBSERVATION – VESSELS SELECTED BY MSC WERE NOT WELL SUITED FOR THE OPERATION.

DISCUSSION – SEVEN VESSELS WERE USED FOR EQUIPMENT LOADING DURING THE EXERCISE, BUT ONLY TWO WERE ADEQUATE. VESSEL/LOAD INCOMPATIBILITY REQUIRED MANY LOST HOURS FOR WORK-AROUNDS. PROBLEMS INCLUDED INOPERABLE CRANES, INSUFFICIENT TIE DOWN POINTS, LACK OF LASHING GEAR, AND LACK OF ADEQUATE DECKS FOR STOWING OF HAZARDOUS CARGO.

LESSON LEARNED – MUST WORK CLOSELY WITH MSC TO ENSURE SELECTED VESSELS ARE ADEQUATE FOR THE TYPE OF CARGO LOAD.

RECOMMENDED ACTION – MTMC SHOULD REVIEW THE VESSEL LIST AND SPECIFICATIONS AND CAPABILITIES BEFORE OPERATIONS STARTS TO DETERMINE ANY POTENTIAL IMPACT ON THE MISSION.



DST WEB PAGE LESSONS LEARNED COBRA GOLD



OBSERVATION – SOME SCANNERS ON THE WPS SYSTEM FAILED TO FUNCTION PROPERLY DURING EXTENDED USE IN THIS EXERCISE.

DISCUSSION – WPS PERSONNEL EXPERIENCED A FAILURE OF SOME SCANNERS INCLUDING SHUT DOWNS, REVERTING TO DEFAULT MODE AND SOME WOULD NOT PROPERLY DOWNLOAD DATA TO THE SYSTEM.

LESSONS LEARNED – WPS SCANNERS WILL NOT ALWAYS FUNCTION AS EXPECTED. SOME OF THE MAJOR MALFUNCTIONS APPEAR TO BE WEATHER RELATED (EXTREME HEAT OR COLD), WHILE OTHERS APPEAR TO BE DUE TO THE COMPLEXITY OF THE SYSTEM ITSELF.

RECOMMENDED ACTION – PROVIDE TROUBLE-SHOOTING WPS SCANNER TRAINING TO ALL DST PERSONNEL. KEEP ACCURATE INFORMATION ON TYPES OF SCANNER MALFUNCTION, AND REPORT THEM TO THE WPS PROGRAM MANAGER FOR CORRECTION.



DST WEB PAGE LESSONS LEARNED COBRA GOLD



OBSERVATION – LOCALLY LEASED “DATA PHONES” DID NOT WORK PROPERLY DURING THE EXERCISE.

DISCUSSION – THE DST CONTRACTED FOR LOCAL DATA CELLULAR PHONES TO SEND SITREP INFORMATION VIA LAPTOPS. HOWEVER, THE DATA PHONES DID NOT WORK PROPERLY. OTHER HIGHER COST ALTERNATIVES WERE ATTEMPTED, BUT COULD NOT BE CONNECTED WITH GOVERNMENT INTERNET SITES BECAUSE OF FIREWALLS.

LESSONS LEARNED – INTERNET CONNECTIONS ARE NOT ALWAYS READILY AVAILABLE. A LOCAL ISP WAS CREATED TO SEND SITREP INFORMATION OUT.

RECOMMENDED ACTION – USE THE LOCAL ISP WHENEVER A NORMAL COMMERCIAL ISP IS NOT AVAILABLE.



DST BOTTOM LINE



- **EVERY DST IS UNIQUE**
- **METT-T DEPENDENT**
- **SHORT NOTICE DEPLOYMENT**
- **CULTURE AND POLITICAL ISSUES**
- **TRAVEL AND FORCE PROTECTION CONSIDERATIONS**





QUESTIONS

